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ABSTRACT

Air Force research has identified 254 highly rated journeyman-level tasks, out of a potential 683, in the career field of Accounting and Finance, and has evaluated the extent to which 1,261 first line supervisors in this area have had experience in these tasks. Two seven-skill level specialties within the career field, General Accounting (67131/51) and Disbursement Accounting (67133/53), were studied. Research methodology involved three phases: (1) occupational analysis of two previous job inventory studies of the two specialties, including a job inventory by job incumbents and work experience information regarding supervisors; (2) identification of task importance by supervisors, with supervisors rating tasks in the area where they had the most experience; and (3) evaluation of supervisory career work experience in journeyman-level tasks. Results indicate that the present accounting and finance management structure may be too broad for a supervisor to gain sufficient experience on all required work activities. A system of career work area rotation of assignments is suggested as possibly leading to improved career development of the supervisors. Five tables supplement the discussion - and extensive data regarding the percentage of career work experience on desirable journeyman-level tasks is appended. (LH)

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A METHOD OF DETERMINING DESIRABLE TASK EXPERIENCES FOR FIRST-LINE SUPERVISORS

By William J. Stacy Joe T. Hazel

OCCUPATIONAL AND MANPOWER RESEARCH DIVISION
Lackland Air Force Base, Texas 78236

August 1975
Interim Report for Period 1 February 1972 – 30 September 1974

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This report has been reviewed and cleared for open publication and/or public release by the appropriate Office of Information (OI) in accordance with AFR 190-77 and DoDD 5230.9. There is no objection to unlimited distribution of this report to the public at large, or by DDC to the National Technical Information Service (NTIS).

This technical report has been reviewed and approved.

JAMES B. CARPENTER, Colonel, USAF Chief, Occupational and Manpower Research Division

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classification structure	tasks	job inventory
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Disbursement Specialists (671X3)	work area	cluster analysis
work experience	supervisors	job types
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Association and finance conservi	isors rated jõurnevman-level tasks (on the importance of a supervisor knowing
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I identified in the study Joh analysi	e of career work experiences for	1.701 accounting and implice subcrations
indicated that many supervisors had li	nuted career experience in the desi	rable journeyman-level tasks. Further, many of eight accounting and finance work areas.
of the supervisors had spent most of	their career time within very lew	or eight accounting and imake work areas

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career ladders through the 7-skill level appeared preferable.

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This study indicates the present accounting and finance work management unit may be too broad for the required work activities. Interviews with accounting and finance personnel supported the findings of this study with regard to the problem of supervisory work experience. Separation of the Accounting (671X1) and Disbursement (671X3)

PREFACE

This study was accomplished under project 7734, Development of Methods for Describing, Evaluating, and Structuring Air Force Occupations. This effort was initiated under work unit 77340304 and completed under work unit 77340501, Impact of Work Related Factors on Job Satisfaction and Career Decisions.

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Accounting and finance personnel at Lackland AFB, Texas, provided constructive comments regarding certain recommendations in the report.



TABLE OF CONTENTS

			۵			Pag
I.	Introduction	•	•	•	٠	•
II.	Method	•,			•	
	Occupational Survey Analysis			٠		
	· Identification of Desirable Journeyman-Level Task Experiences for Supervisors .		٠			
	Supervisor's Career Work Experience in Desirable Journeyman-Level Tasks		٠	4	٠	
111.	Results and Discussion					
	Reliability of Task Importance Ratings		-			
	Selection of Desirable Journeyman-Level Tasks	٠	٠	•	٠	
	Work Experience Analyses	٠	٠	٠	٠	
	Total Sample Work Experience Level	٠	•	• .	•	
	Comparison of Accounting and Disbursement Career Routes	•	•	٠	٠	•
	Comparison of Accounting and Disputsement Caleer Routes	٠	٠	٠	•	
	Comparison of Current Supervisory Groups	٠	٠	٠	•	
	Comparison of Work Area Supervised Groups	•	٠	٠	٠	
	Field Interviews with Accounting and Finance Personnel	٠	4	• ′	٠	. 1
IV.	Conclusions and Recommendations					. 1
Refe	exences,	٠				. 1
	*					
App	endix A. Percentage of Career Work Experience on Destrable Journeyman-Level Tasks			٠		,
	Journeyman-Level tasks	•	٠	•	٠	
	LIST OF TABLES					
	•					
Table						Pag
1	Task Importance Rating Scale					
2	Illustration of Format Used to Collect Work Experience Data	٠	•	٠	•	
3	Importance Reliability Coefficients and Task Selection Information for Eight Work Areas	•	٥	•		٠
4	Mean Percentages of Work Experience on Desirable Journeyman-Level Tasks for Various Groups			٠		
5	Mean Work Experience Percentages in Eight Work Areas by Total Sample					
	and Subgroups	٠	ė	٠	٠	. 1



A METHOD OF DETERMINING DESIRABLE TASK EXPERIENCES FOR FIRST-LINE SUPERVISORS

i. INTRODUCTION

Considerable research has been accomplished on the importance of the technical abilities of first-line supervisors. Some authors have reported that when a first-line supervisor is unable to perform the tasks expected of his subordinates, work inefficiency and job dissatisfaction problems may develop for both supervisor and subordinates (Fiedler, 1967; Halsey, 1955; Katz, 1955; Likert, 1961). This report describes a method for investigating work experience deficiencies of first-line supervisors on journeyman-level tasks. Such a method may be applicable to the study of problems concerning work experience and job satisfaction.

There are reasons to suspect that certain aspects of the Air Force airman classification structure may create situations in which some personnel become first-line supervisors without experience in many of the journeyman-level tasks they are assigned to supervise. Such a situation could arise, for example, when two or more Air Force specialties merge at the 7-skill level. It may also occur in a specialty which encompasses a large number of heterogenous job types and tasks. In either case, the possibility exists that a first-line supervisor may have never performed many of the journeyman-level tasks within his own specialty.

The research reported serves a two-fold purpose. First, it describes a technique for identifying certain journeyman-level tasks which a first-line supervisor should know how to perform in order to be a satisfactory work area supervisor. In this sense those tasks are defined as "desirable" journeyman-level tasks throughout the report. The second purpose is to evaluate the extent to which supervisors of an Air Force career field have had experience in the desirable journeyman-level tasks.

The specialties and sample of job incumbents used in this study were selected from the Accounting and Finance career field. This career field contains two specialties, General Accounting (67131/51) and Disbursement Accounting (67133/53), which merge at the 7-skill level (67170). The non-commissioned officers selected as first-line supervisors at the 7-skill level came from one or the other career specialties, but are responsible for supervising airmen in either or both specialties. A practical situation was therefore presented in which the importance of supervisors having experience in desirable journeyman-level tasks could be evaluated.

II. METHOD

Three phases were involved in the approach to the present study. In order of accomplishment these were: (a) occupational analysis of two previous job inventory studies of the General Accounting (671X1) and Disbursement Accounting (671X3) career specialties (AFPTs 80-181, January 1970); (b) identification of desirable journeymen-level task experiences for supervisors; and (c) evaluation of supervisory career work experience in journeyman-level tasks.

Occupational Survey Analysis

Air Force occupational surveys are authorized under AFM 35-2 (1968). This program provides for collection and analysis of task data which define Air Force jobs. The methodology and analytical techniques have been reported extensively elsewhere (Archer, 1966; Archer & Fruchter, 1963; Morsh & Archer, 1967; Morsh & Christal, 1966; Morsh, Madden, & Christal, 1961).

The first job inventory was a typical occupational survey of 3,246 General Accounting (671X1) and Disbursement Accounting (671X3) airmen. The inventory contained 683 significant work tasks organized into 14 duties. Each job incumbent was asked to provide personal identification and background data, check those tasks he performed in his present job, and indicate on a 7-point scale how his work time was distributed across the tasks in his job. Essentially, this analysis was used to obtain a description of work performed in the career field (e.g., job type analyses). The second occupational survey was an experimental survey designed to collect individual career work experience data on the same 683 tasks. This sample consisted of 1,261 accounting and finance supervisors randomly selected from the original group.



The analysis of the original job inventory which measured current job performance showed that there were eight primary job clusters or work areas in which airmen from both career specialties spent most of their work time. The eight work areas include 540 of the total 683 tasks contained in the job inventory and consist of military pay, military pay computer, accounts control, paying and collecting, commercial services and material accounting, travel accounting, civilian pay, and non-appropriated funds. These eight work areas represent the primary work performance areas of the accounting and finance career field. Analysis of the career work experience inventory showed that many supervisors had spent most of their career in a limited number of the work areas and thus, had experience in performing only those tasks associated with the particular work area.

Identification of Desirable Journeyman-Level Task Experiences for Supervisors

Experienced supervisors who responded to the job inventory were selected as raters to provide task importance (desirability) ratings on the journeyman-level tasks. Since the preceding job analyses had shown that many supervisors spent most of their career time within only a few of the eight primary work areas, the decision was made to limit supervisor task ratings to only those tasks in the one work area in which the rater had the most experience. Applying these restraints, 693 senior NCO's were identified, of which 405 were available to provide task importance ratings.

The 540 journeyman-level tasks were divided into eight separate booklets. Each booklet listed all the tasks which were likely to be performed in one of the eight accounting and finance work areas. Each supervisor rater received a booklet with a listing of the tasks in the work area in which he was the most experienced. Using a 7-point importance scale each supervisor was asked to rate every journeyman-level task in his booklet on the importance of a supervisor knowing how to perform the task to satisfactorily supervise that particular work area. Table 1 shows an example of the 7-point importance rating scale and instructions for the military pay area.

Table 1. Task Importance Rating Scale

Instructions

Rate each task according to the importance of a supervisor knowing how to perform the task for satisfactory supervision of the military pay section.

- 1. No importance
- 2. Very small importance
- 3. Small importance
- 4. Moderate importance
- 5. Great importance
- 6. Very great importance
- 7. Extremely great importance

From the supervisor ratings, task importance indices were established for each journeyman-level task by computing the arithmetic mean of all ratings given that task. Based on the 7-point importance scale, a mean of 5.00 or above was selected for identifying desirable journeyman-level tasks. There were 254 tasks with means ≥ 5.00 and these were subsequently used in an examination of supervisory career work experience in desirable journeyman-level tasks.

Supervisor's Career Work Experience in Desirable Journeyman-Level Tasks

Data from the 1,261 supervisors who had previously completed the career work experience occupational survey were next used to determine the extent of supervisory experience in the desirable journeyman-level tasks.



Table 2 illustrates the instructions and inventory format used to obtain work experience information on the initial 683 tasks in the work experience survey. Essentially, each incumbent was asked to check all the tasks performed during his career. For the present study however, only the data for the 254 tasks with a desirability mean ≥ 5.00 were used for the work experience analyses.

Table 2. Illustration of Format Used to Collect Work Experience Data

JOB INVENTORY (Duty Task List)	AFSC
LISTED BELOW ARE A DUTY AND THE TASKS WHICH IT INCLUDES, CHECK ALL TASKS WHICH YOU HAVE PERFORMED AT ANY TIME DURING YOUR ENTIRE CAREER (INCLUDING YOUR PRESENT JOB).	Check
E. PROCESSING MILITARY PAY	
1. Align Military Pay Records (MPRs) for pay computation	

III. RESULTS AND DISCUSSION

The analyses of primary interest in this study were concerned with the task importance (desirability) ratings from the 405 senior NCOs, and the career work experience data on the desirable journeyman-level tasks for the 1,261 supervisors

Reliability of Task Importance Ratings

One question of concern was the level of agreement among the NCO raters regarding the importance of having performed the 540 journeyman-level tasks. Assuming a high level of interrater agreement, considerable confidence could be placed on the use of task importance means to select the most desirable tasks.

Coefficients of reliability were computed using the intraclass correlation technique with adjustment for sample size (i.e., the Spearman-Brown prediction formula), described by Lindquist (1953, p. 361). The reliability coefficients (r_{ijk}) and number of raters used are given in Table 3 for all 540 journeyman-level tasks and the tasks in each of the eight work areas. The average reliability (r_{ijk}) was .94 and the reliabilities for the eight work areas ranged from .87 to .95, evidencing high supervisor agreement on which journeyman-level tasks were the more important for satisfactory supervision of a particular work area. These levels of agreement suggested that the task importance ratings could be used with confidence to select the more desirable tasks.



Table 3. Importance Reliability Coefficients and Task Selection Information for Eight Work Areas

Duty	Work Areas	Number Raters ^a	Tasks in fkk	Number Tasks with Area	M≧5.0
E	Military Pay	50	.94	68	27
F	Military Pay Computer	61	.95	44	28
G	Accounts Control	55	.95	106	50
Н	Paying and Collecting	49	.89	62	45
I 🔪	Commercial Services and Material	53	.95	113	31
j	Travel Accounting	55	.95	53	17
K	Civilian Pay	30	.82	61	41
M	Non-Appropriated Funds	52	.87	33 -	15
Total	я	405	r _{kk} =.94	540	254

^aNumber of task importance raters for all tasks in designated duty area.

Selection of Desirable Journeyman-Level Tasks

As shown in Table 3, 254 of the 540 journeyman-level tasks had a mean importance rating ≥ 5.00 . This mean value was selected as the cutting point to designate the more desirable tasks since task ratings of 5 to 7 represented tasks of great to extremely great importance. For the 540 tasks, mean values ranged from 2.60 to 6.58. This range of mean values indicates considerable differences among tasks in terms of rated level of importance and requires a rather high cutting point for determining task desirability.

Table 3 also contains information regarding the number of most important or desirable tasks in each of the eight work areas. A listing showing which of the 254 tasks were included within each of the eight work areas is given in Appendix A.

Work Experience Analyses

Through the use of several Comprehensive Occupational Data Analysis Programs (CODAP), measures of career work experience in the 254 desirable tasks were computed for the six supervisory groups listed in Appendix A. Essentially, these measures consisted of the percentage of supervisors in a particular group who had checked a task as having been performed by them (Table 2). These percentages for each task could then be summed and averaged across all tasks in order to determine overall career work experience for any specified group or work area. Each group description in Appendix A shows the percentage of supervisors who were experienced in the total 254 desirable tasks or those relevant tasks for any particular work area.

Career work experience on desirable tasks was analyzed for the following supervisory groups within the accounting and finance career area: (a) the total sample of 1,261 accounting and finance supervisors (Group 1), (b) two subsets of supervisors who could be identified as coming from either the accounting (Group 2) or disbursement (Group 3) career specialties, (c) three subsets of supervisors (Groups 4, 5, and 6) who could be identified as currently supervising either accounting, disbursement, or both accounting and disbursement personnel, and (d) eight subsets of supervisors identified as currently supervising one of the eight primary accounting and finance work areas.

Total Sample Work Experience Level

Table 4 provides average career work experience values for Group 1 through Group 6 on the 254 desirable tasks and two subsets of desirable tasks identified as accounting (N=81) or disbursement (N=72) tasks. In Table 4, the average percent of members experienced in the 254 desirable tasks for the total sample of 1,261 supervisors (Group 1) was 24%. It appears, therefore, that accounting and finance supervisors tend to have limited work experience in the total 254 desirable tasks. This limited experience on the desirable tasks is similar to the findings for the career work experience job analyses which indicated restricted career progression across the eight primary accounting and finance work areas. Generally it



^bReliability estimates using Spearman-Brown prediction formula (i.e., an estimate of the reliability of Ms for N ratings indicated).

appears that accounting and finance supervisors may not have experience in many of the desirable tasks needed for satisfactory supervision in the accounting and finance career field.

Comparison of Accounting and Disbursement Career Routes

Several analyses were made to compare career work experiences of supervisors who had reached the 7-skill level through either the accounting (Group 2) or disbursement (Group 3) career progression route. The career work experience descriptions for these two subsets of supervisors can be found in Appendix A. In Table 4, the average percent of members experienced in the 254 desirable tasks for supervisors from the accounting specialty was 28% versus 22% for supervisors from the disbursement specialty. These two mean work experience percentages indicate a rather low degree of experience in desirable tasks for both groups.

The two career specialty groups, accounting (Group 2) and disbursement (Group 3) were also compared on desirable tasks identified as belonging within either the accounting or disbursement specialties. Identification of specific tasks can be ascertained from Appendix A (i.e., 81 accounting tasks are in duties G and I whereas the 72 disbursement tasks are in duties E, F, and J). The purpose of this analysis was to determine the extent of experience for supervisors who had come from either the accounting or disbursement specialties on those desirable tasks performed in both specialties. As shown in Table 4, the average career experience for the accounting (Group 2) was 48% in accounting tasks and 20% in disbursement tasks. The average career experience for the disbursement (Group 3) was 42% in disbursement tasks and 10% in accounting tasks. These comparisons reveal that each career specialty group was significantly less experienced in the desirable tasks belonging to the other specialty than in Desirable tasks of their own career specialty ($X^2 = 9.074$, df = 1, p < .01). While the results indicate that progression through a certain career route enhances the average level of experience in that specialty, taken together these averages suggest that accounting and finance supervisors may not be sufficiently experienced in many of the desirable tasks for satisfactory supervision of both the Accounting and Disbursement specialties.

Table 4. Mean Percentages of Work Experience on Desirable Journeyman-Level Tasks² for Various Groups

	Supervisory Groups	···			
No.	s ID A	N	254 Tasks	Subset 61 Acct Tasks	Subset 72 Disb Task
Group 1.	Total Sample	1,261	24	34	24
Group 2.	Accounting Route	409	28	48	20
Group 3.	Disbursement Route	782	22	10	42
Group 4.	Supervises Accounting Personnel	144	28	45	28
Group 5.	Supervises Disbursement Personnel	372	27	15	50
Group 6.	Supervises both Accounting and Disbursement Personnel	97	35	29	55

Includes the 254 desirable tasks and subsets of accounting and disbursement desirable tasks.

Comparison of Current Supervisory Groups

Analyses similar to those used for the career route comparisons were made to compare the work experience of supervisors who were currently supervising accounting personnel (Group 4), disbursement personnel (Group 5), or both accounting and disbursement personnel (Group 6).

In Table 4 the direction of the mean work experience differences between (Groups 4, 5, and 6) on the 254 tasks suggests an interesting possibility concerning the scope of experience and the rate at which supervisors gain experience. While the means of Group 4 and Group 5 are almost identical (28 percent and 27 percent, respectively), the mean for supervisors of both Accounting and Disbursement personnel, Group 6 (35 percent) is larger. Two-tailed Kolmogorow-Smirnov Tests (Siegel, 1956, pp. 127-136), show these differences to be significant for both groups $(D_4-_6=.14; p<.01:D_5-_6=.23; p<.001)$. Perhaps supervisors of both accounting and disbursement personnel are required to broaden their level of experience across more tasks and at a more rapid rate than supervisors of only accounting or disbursement personnel.



The average mean career work experiences for the accounting (Group 4), disbursement (Group 5), and both accounting/disbursement (Group 6) supervisory groups on the two subsets of tasks performed primarily in the accounting or disbursement specialties are given in Table 4. The average career experience for the accounting supervisory group was 45 percent on accounting tasks and 28 percent on disbursement tasks. The average experience for the disbursement supervisory group was 15 percent on accounting tasks and 50 percent on disbursement tasks. For the supervisors of both accounting and disbursement personnel (Group 6), the averages were 29 percent on accounting tasks and 55 percent on disbursement tasks.

A chi-square test of proportions indicated that these average percentages between the two subsets of tasks for Groups 4, 5, and 6 were significantly different ($X^2 = 24.51$, df = 2, p < .001). Comparison of the accounting versus disbursement supervisory groups revealed that each group was less experienced on the desirable tasks in the other specialty than on the desirable tasks in their own specialty. Supervisors of both accounting and disbursement personnel (Group 6) were more experienced on the disbursement tasks than the accounting tasks. Generally, these analyses suggest that many accounting and finance supervisors are deficient in the desirable task experiences required for satisfactory supervision in both career specialties.

Comparisons of Work Area Supervised Groups

Table 5 shows mean work experience percentages for 681 of the 1,261 cases that were assigned to and working as a section NCOIC of one of the eight accounting and finance areas. The number of supervisors assigned to each of the eight areas is provided.

Table 5 also includes mean experience values in the eight work areas for Group 1 through Group 6. For clarity, a short explanation of the values for one of the work areas in Table 5 seems warranted. For example, 175 supervisors were identified as currently supervising work in the military pay area. The work experience mean for this group on desirable military pay tasks was 74 percent. In contrast, for those supervisors in the total sample, the mean experience was 51 percent. Comparisons of the mean percentages for supervisors currently supervising the eight work areas to the total sample mean revealed that the means for the assigned supervisors were larger than the total sample mean in all areas. A chi-square test of proportions showed the differences to be statistically significant ($X^2 = 21.05$, df = 7, p < .001).

The finding that supervisors in any one of the eight work areas tended to have a higher degree of experience on tasks within that specific area than supervisors from the total sample suggests a possible approach by which overall level or scope of work experience for supervisors may be increased. As shown in Table 5, the work area means of the assigned supervisors tended to have the higher experience values throughout the study. If assignment within a specific area is related to a high level of experience in that area, rotation of personnel among various work areas could lead to a corresponding high level of experience across several areas. Such career work area rotation offers an assignment possibility whereby the career development of accounting and finance supervisors may be expanded.

A chi-square test of proportions also revealed significant differences in experience between the two supervisory career route groups (2 and 3) for each of the eight work areas ($X^2 = 97.67$, df = 7, p < .001). There appears to be wide differences in work experience in all eight work areas for supervisors coming from each career specialty. This finding tends to further indicate that the work management unit in the accounting and finance career field may be too broad for the required work activities.

Field Interviews with Accounting and Finance Personnel

In order to examine the face validity of the occupational research method concerning desirable work experiences, outcomes of the study were discussed in unstructured interviews with an accounting and finance officer, a deputy director, and twelve accounting and finance senior NCOs. The NCO group was equally divided between supervisors who were from the accounting (671X1) and disbursement (671X3) career ladders. Generally, members interviewed supported the findings of this study with regard to the problem of supervisory work experience deficiency in the accounting and finance career field.

In regard to interview comments, the consensus of opinion was that the present supervisory responsibility for the accounting and finance field was too broad. The unanimous recommendation was to keep the General Accounting (671X1) and Disbursement Accounting (671X3) career specialties separate through the 7-skill level.



Table 5. Mean Work Experience Percentages in Eight Work
Areas by Total Sample and Subgroups

			· · ·	Group Mean	Group Mean Experience Percentages	entages		
Work Area	No Supvs Assign to Work Area	Work Area Supvs	Total Sample N=1,261	Acct Route N=409	3 Disb Route N=782	4 Supvs Acet Pers N∓144	5 Supvs Digb Pers N=372	Supvs Both Acct-Disb Pers N=97
d							•	
A feet	175	77	5	77	65	34	29	89
Military Pay	C/I	t (<u>;</u> c	3 6	. ~	34	33
Military Pay Computer	62	8	.73	ν.	10	<u> </u>	.	. 6
Accounts Control	9	69	16	4	9	4	. 14	17
Paving and Collecting	3 %		30	27	30	56	38	41
Commercial Services and			ė t		j			
Material Accounting	147	61	24	55	6	20.	17	32
Travel A counting	137	%	43	31	20	37	20	9/
Circle Descripting		0	٠	• • • •	9	S	9	9
CIVILIAN Fay	17	;) (· =	*	œ	7	11
Non-Appropriated Funds	61	/4	7	-	ŗ)	•	
Total	681							
	6							

IV. CONCLUSIONS AND RECOMMENDATIONS

This report described the development of an occupational research technique for identifying desirable journeyman-level tasks on which first line supervisors (7-skill level) should have work experience. Using work experience data from a previous accounting and finance inventory and task importance data collected for the present study, a series of occupational analyses led to the following conclusions.

- 1. From a pool of 540 journeyman-level tasks, there were 254 tasks which experienced judges rated as being highly important for supervisors to know how to perform in order to satisfactorily supervise eight accounting and finance work areas.
- 2. Interrater reliability coefficients across all tasks and work area subsets of tasks reflected high supervisor agreement on relative task importance. Considerable confidence was demonstrated that the more desirable tasks were properly identified for subsequent work experience analyses.
- 3. Several analyses of the work experiences for various supervisory groups consistently indicated that many supervisors had very limited career experience in desirable journeyman-level tasks. Many of the supervisors appeared to have spent a large portion of their career time within only a few of eight primary accounting and finance work areas. These findings indicated that the present accounting and finance personnel classification or management structure may be too broad for a supervisor to gain sufficient experience on required work activities.
- 4. Field interviews with accounting and finance personnel tend to confirm the findings from the occupational research analyses.

Based on the preceding conclusions, the following recommendations are offered.

- 1. The present accounting and finance classification or management structure seems too broad for supervisors to gain sufficient experience across all required work activities. Since this situation seems particularly applicable to first-line supervisors, separation of the accounting and disbursement specialties through the 7-skill level seems warranted.
- 2. Comparison of work experience for supervisors currently assigned to different work areas revealed that work area assignment increased level of experience on specified subsets of tasks. It appears that overall levels of work experience across a broader spectrum of work areas and tasks may be increased through a system of career work area rotation of assignments. Implementation of such a rotation assignment plan could lead to improved career development of accounting and finance supervisors.
- 3. Desirable task information and work experience levels as obtained in this report may be useful with regard to curriculum design in accounting and finance supervisor courses.
- 4. Present findings should not be considered as an actual appraisal of supervisory competency to "get-the-job done." Evaluation of supervisory competency would involve investigation of job performance or proficiency measures. Results of this study are primarily intended to demonstrate the feasibility and utility of a method for determining whether work experience deficiencies existed for first-line supervisors, and the extent of experience deficiency across various supervisory groups and functional work areas. Application of the method to other career fields, where different specialties are combined at the 7-skill level, appears to be an interesting and worthwhile effort for further research.



During the time required for completion and publication of this report, Hq, USAF indicated that separation of the accounting and disbursement specialties through the 7-skill level was to be implemented. Present findings support this action and documentation of the recommendation appears appropriate.

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APPENDIX A. PERCENTAGE OF CAREER WORK EXPERIENCE ON DESIRABLE JOURNEYMAN-LEVEL TASKS

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29 PREPARE EUM VOUCHER OR REPORT DATA FOR MILITARY PAY 29 PRECONCILIATION, ACCRUED MILITARY PAY, OR FICA 29 PRECANCILIATION, ACCRUED MILITARY PAY, OR FICA 29 PRECANCILIATION, ACCRUED MILITARY PAY, OR FICA 29 PRECANCILIATION, ACCRUEL BALANCE OF CUMPUTER 30 PREPARE SUPPLEMENTAL ACCRUAL ADJUSTHENTS 30 PREPARE SUPPLEMENTAL ACCRUAL ADJUSTHENTS 32 PRODUCE SUCH DATA TAPES AS ALLOTHENT RECONCILIATIONS AND 30 PREPARE SUPPLEMENTAL ACCRUAL ADJUSTHENTS 32 PRODUCE SUCH DATA TAPES AS ALLOTHENT RECONCILIATIONS AND 30 PRODUCE SUCH DATA TAPES AS ALLOTHENT RECONCILIATIONS AND 30 PRODUCE MAGES 31 PRODUCE SUCH DATA TAPES AS ALLOTHENT RECONCILIATIONS AND SUMMARY OF VOUCHERS 31 PRODUCE MILITARY PAYMENTS AND SUMMARY OF VOUCHERS 32 PROCONCILE MILITARY PAY PRINTOUTS 33 PROCONSTRUCT MPR'S 34 PRECONSTRUCT MPR'S 35 TAPE 56 PRECONCILE MILITARY PAY PRINTOUTS 57 TAPE 58 PRODUCE TRIAL BALANCING AND UPDATING OF MASTER ACCRUAL 59 TAPE 50 PRECONCILE MILITARY PAY PRINTOUTS 50 PRECONCILE MILITARY PAY PRINTOUTS 51 TAPE 52 PRODUCE TRIAL BALANCING AND UPDATING OF MASTER ACCRUAL 57 TAPE 58 PRODUCE TRIAL BALANCING AND UPDATING OF MASTER ACCRUAL 59 PRECONCILE MILITARY PAY PRINTOUTS 50 PRECONCILE MILITARY PAY PRINTOUTS 51 PRECONCILE MILITARY PAY PRINTOUTS 52 PRECONCILE MILITARY PAY PRINTOUTS 53 PRECONCILE MILITARY PAY PRINTOUTS 52 PRINTOUTS 53 PRECONCILE MILITARY PAY PRINTOUTS 54 PRINTOUTS 55 PRINTOUTS 55 PRINTOUTS 56 PRINTOUTS 57 PRINTOUTS 57 PRINTOUTS 57 PRINTOUTS 57 PRINTOUTS 58 PRINTOUTS 58 PRINTOUTS 58 PRINTOUTS 59 PRINTOUTS 59 PRINTOUTS 59 PRINTOUTS 59 PRINTOUTS 50 PRINTOUTS 5		. .	52		27	œ	8
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	10	•	7	SCHEDULE TRIAL BALANCING AND UPDATING OF MASTER ACCRUAL TAPE	19	9	92

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es e	-	G I ANALYZE ACCOUNTING TRANSACTIONS INITIATED IN SMA+S	59	95	12	55	22	7
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•	n	S ANALIZE ALLUIMENI, APPROPRÍATION REIMBURSEMENT, OR GIHER ACCOUNTS CONTROL REPORTS	26 57 9 49 20 33	57	σ.	64	20°	ίς. 7
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40 UPDATE AUTGMATEC MILITARY PAY RECORDS 42 VERIFY COMPUTER PRODUCED REPORTS 43 VERIFY PROCESSING OR CLASSIFICATION OF HPR*S 44 VERIFY ENTRY OF POST PAYMENTS-FOR-SELF

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98	FINANCIAL PROGRAM STATUS	6	22	2		S	
66	OBLIGATIONS FOR ACCURACY		4	10		12	56
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102	PAYING AND COLLECTION ACTIONS ON AC	13	\$	~	37	11	Ø.
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7	CASH PAYHENTS		32	36	32	74	6
m	U. S. TREASURY CHECKS AGAINST VOUCHERS		30	34	53	7	44
•	TARY PAYROLLS WITH CHECK LISTINGS		22	32		39	4
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8	INAPPROPRIATE CHECKS	*	22	3(31	245	
~	PAYING AND COLLECTING TRANSACTIONS WITH DUISION	. 26	52	97	42	m T	Ο· (N)
	WITH ON-BASE AGENCIES TO PROJ	18	19	16	17	25	33
	REQUIREMENTS		1000 C				
0	COUNT OUT CASH FOR PAYMENTS		4	-			35
2	DEPOSIT CASH AND NEGOTIABLE IN		30	32	31	24	24
I	ANDUNT OF CASH ON HAND NEEDED		27	30	53	34	
12	VALIDITY OF DOCUMENTS GIVING BASIS FOR CASH		31	M M	62		4
14	EXAMINE CASH		28	29		37	0
9	EXCHANGE FOR		35			46	54
17	IDENTIFY PAY	44	41	46	41	53	58
20	ISSUE CHECKS FOR DATA AUTOMA	21	17	23	19	30	59
21	ISSUE INSTRUCTIONS TO AGENTS OR FUND CUSTODIANS	82	52	53	92	37	4
23	MAINTAIN ACCOUNTABILITY OF PAYING AND COLLECTING	32	د 5 9	EC.	53	9	14
24	CHECK CONTROL RECORD (AF FORM 1249)	53	27	90	28	35	37
25	MAINTAIN CHECK ISSUE CONTROL REGISTER (AF FORM	53	92	30	27	W S	35
5 8	MAINTAIN CONTROLS ON	32	28	33	28	4	45
27	ASING AGENT		52	27		35	38
28	CUSTODY OF CURRENCIES, CHECKS, OR		53	30	31	38	پ
	NEGOTIABLE INSTRUMENTS						
30	MAINTAIN FILE OR LOG OF RETURNED AND UNDELIVERED CHECKS		30			7	4 .
4	MADE TARREST CONTROL PERSON TAR EDRIN		24	28		3	K
	MAINTAIN PAYING AND COLLECTING SUBSTOTARY LEDGERS	22	22	22	17	30	31
	PERFORM CASH AND CHECK ACCOUNTABILITY FUNCTIONS	32	32	32	28	41	42
	PREPARE FOREI	23	21	42		32	
	PREPARE MILITARY OR CIVILIAN PAY CHECKS FOR ISSUE OR	34	28	36	. 12	43	4
	PREPARE 80ND SETTLEMENT VOUCHERS FOR FEDERAL RESERVE	82	15	19	15	22	25
	PREPARE MONTHLY PAYROLL	53	22	33	22	38	4
	PREPARE OR PROCESS PAYING AND COLLECTING REPORTS SUCH A	21	13	21		58	30
•	NTHLY DISBURSING ACTIVITIES REPORT					,	6
	PREPARE SAVINGS BUNDS OR SAVINGS BUNDS ISSUANCE SCHEDULE		* ;			φ 1	ים מי
	PREPARE STATEMENT OF ACCOUNTABILITY (SF 1219)	# 6 M 6	2 6			74	4
	PREPARE STATEMENT OF AGENT OFFICER S ACCOUNT	25	87			7	4
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Isski		COMMERCIAL SERVICE AND MATERIEL (Continued)	CRP1	CR2	CER3	7 23	CRP1 GRP2 GRP3 GRP4 GRP5 GRP6	CRP6
-	22	77 PREPARE REPORT OF APPROPRIATION REINBURSEHENTS	23	23	•	4	16	34
_	02	CACO TAT CIERCE REPORT	15	8 0	*	37	6	79
	95	RECONCILE COMMERCIAL SERVICES FILES WITH ALLOTMENT LEDGERS	27	63	•••	40	10	31
, w	96	OR LISTINGS 1 96 RECONCILE GENERAL SUPPORT AND SYSTEMS SUPPORT STOCK	16	7	m	36	9	22
	e e	FUND DECUMENTS					,	•
	4	97 RECUNCILE OPEN ITEM LISTING AGAINST ÁCGRUED EXPENDITURES MADAID FILE	31	69	2	~	61	66
-	86	-	77	20	•	44	11	28
—	3	REVIEW FUNDS MANAGEMENT REPORT, FUNDS MANAGEMENT SUMMARY	70	64	9	41	12	53
1	80	I 108 SEARCH DIRECTIVES REGARDING CONTRACT PAYMENTS IN FUREIGN	18	45	9	40	12	28
-	60	I 109 SEARCH DIRECTIVES TO RESOLVE UNUSUAL TRANSACTIONS	28	9	===	28	50	ტ (H
-	Ç	T 110 SEARCH US-EDREIGN COUNTRY AGREEMENTS REGARDING SUCH	**	19	2	16	9	
1 112	2	MATTERS AS EXEMPTION OF IMPORT-EXPORT DUTIES AND TAXES TAKE CORRECTIVE ACTION ON MANAGEMENT NOTICES,	26	59	•		en!	33.
		OUT-OF-BALANCES, OR IMPROPER TRANSACTIONS					_	

-m+m9		1		-		200	
4 4 4 5 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	ANSWER INQUIRIES REGARDING TRAVEL	54	35	64	42	63	87
4 4 5	ADJUDICATE AND PROCESS TRAVEL VOUCHERS	20	25	9	36	28	82
501	CERTIFY FUNDS FOR TRAVEL AND TRANSPORTATION.	45	32	20	39	53	78
)) 1	CITE FUNDS FOR TRAVEL AND TRANSPORTATION	4.7	37	53	40	54	78
	© COLLECT TRAVEL DATA FOR REPORT OF ACCOUNTING AND FINANCE	32	56	9	31	43	7.1
	ACTIVITIES (RCS AFC-92)			i			i i:
7 77	COMPUTE TRAVEL ALLOWANCES	20	31	61	Ki M	59	84
3 71 5	DETERMINE TRAVEL FUND AVAILABILITY	45	1	20	42	(A)	10
J 21 L	DETERMINE VALIDITY OF TRAVEL AND TRANSPORTATION DOCUMENTS	47	(M)	40	4	100	52
J 116 C	DETERMINE VALIDITY OF TRAVEL DROERS	20	35	59	42	57	0
1 18 5	EDIT TRAVEL DOCUMENTS	4	31	20	32	49	11
1 22 1	FOLLOW UP UNLIQUIDATED TRAVEL AND TRANSPORTATION	1	1	1.4	30	47	75
	OBLIGATIONS	!	1	:		:	
J 22 1	INTERPRET STATUTES OR DIRECTIVES FOR QUESTIONS OF	**	32	51	. W	52	1
N. M.	ENTITLEMENT TO TRAVEL AND TRANSPORTATION FUNDS		1 1,37 341	i	!	1	
1 31	PREPARE COPRESPONDENCE ON TRAVEL CLAIMS	40	27	84	35	48	76
36 1	PREPARE REQUESTS FOR TRAVEL ADVANCE DECISIONS BY THE	51	σ.	82	4	18	4
1 64 6	49 RESOLVE PROBLEMS CONCERNING TRAVEL ACCOUNTING TRANSACTIONS	34	6 0	36	35	37	Į.
3.15.	SI REVIEW TRAVEL VOUCHERS	46	35	: -4-	8	23	
7 55 7	53 VERIFY ACCURACY OF FUNDING AND CODING ON TRAVEL DOCUMENTS	44	8	7.4	40	4	1

Duty	CIVILIAN PAY	GRP1 G	GRP2 (CRP3 G	CRP4	GRPS	GRP6	
	CHACAGO STATE STAT	12	13	12	40	13	24	
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	AND MARE CORRECTIONS	110000001						
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×	4 COMPUTE ENTITLEMENTS TO BENEFICIARY ON DEATH OR MENTALLY	*	4	4	m	4	S.	
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	MAINTAIN CIVILIAN PAY DIRECTIVES	۰ 4	2 4	۰ ۸	3 4	· (r)	<u> </u>	
× 29	MAINTAIN SUBSTIDIANT DEPOST: TOND LEDGERS TON CIVILIAN	 ► _k ≪) ec	<u> </u>	٠.١~) }	21	
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	ARE EMPLOYER'S FEDERAL OR STATE TAX	Š	ۍ	r	'n	'n	<u>ن</u>	
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×	61 VERIFY ACCURACY OF PAYMENTS TO CIVILIANS	07	7	~	0	2	+ 1	

Duty	NONAPPROPRIATED FUNDS	GRP1		GRP3	GRP2 GRP3 GRP4 GRP5 GRP6	GRP5	GRP6
ł	1 ADMINISTER HILITARY WELFARE FUND	7	-	4	6	7	*
1	CLIDSE OUT NAF ACCOUNTS	80	11	•	∞	~	ው
: X	4 CONDUCT CONTINUING AUDITS OF NAF FINANCIAL OPERATIONS	6	16	'n	£	9	16
a c	S COORDINATE WITH OTHER AGENCIES OR OFFICIALS ON ACCOUNTING	∞	13	ĸ	13	w	16
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*	1	7	12	4	Φ	∞.	
Œ	B MAINTAIN NAF GENERAL LEDGERS, RECURRING JOURNALS, OR	9	6	4	9	9	7
	JOURNALS			ì			
X		7	12	'n	10	_	၁၂
M 16	6 PERFORM SPECIAL AUDITS FOLLOWING INVENTORY OF NAF	9	10	*	-	9	T
	ACTIVITIES	10 mm	11				The second second
M 2	O PREPARE NAF FINANCIAL STATEMENTS	7	11	ĸ	∞	∞	10
7	24 PRESENT BRIEFINGS ON NAF OPERATIONS	m	4	~	6	9	4
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× ×	29 SERVE AS FINANCIAL ADVISOR TO SUCH FUNDS AS ADVISORY	ထ	12	Ŋ	∞	_	ث ا
The state of the s							,
X	M 33 VERIFY PROPERTY AND EQUIPMENT PURCHASES OR DISPOSAL	2	3	~	4	7	2
	ACTIONS FIR NAF ACTIVITIES						